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CF/RAI/USAA/DB01/HS/2003-00092

Full Item Register Number [auto] **CF/RAI/USAA/DB01/HS/2003-00092**

ExRef: Document Series/Year/Number **CF/SP/M/1994-001/Ch04**

Record Item Title

UNICEF Management Study =- Chapter IV [4] Human Resources, Dec 30, 1994

Date Created / on Item
30-Dec-1994

Date Registered
19-Sep-2003

Date Closed/Superceeded

Primary Contact **Booz, Allen & Hammilton Inc.**
Owner Location **Record & Archive Manage Related Functions=80669443**
Home Location **History Related Records =60909132**
Current Location **CF/RAF/ZW/T870_-____-539177189 > ISS - Records Man**

Fd1: Type: IN, OUT, INTERNAL?
Fd2: Lang ?Sender Ref or Cross Ref
F3: Format

Container Record
Container Record (Title)

CF/RAF/ZW/T870_-____-539177189
UNICEF Management Study Task Force Executive Summary This is one

N1: Numb of pages
34

N2: Doc Year
0

N3: Doc Number
0

Full GCG Code Plan Number
Record GCG File Plan

Da1:Date Published

Da2:Date Received

Date 3

Priority

Record Type **A02a Item Hist Corr - CF/RAI/USAA/DB01/HS**

Electronic Details

No Document

DOS File Name

Alt Bar code = RAMP-TRIM Record Number

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Notes

Marked by vendor as confidential, Internal Use Only. "this report is confidential and intended solely for use and information fo the the client to whom it is addressed. But quite freely available to UNICEF etc. See related . report to the Executve Board on 03 October 1994

Print Name of Person Submit Images

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JOHN MANFREDI

John Manfredi

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CF/SP/M/1994-001/CH04

IV. HUMAN RESOURCES

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Background...

DISSATISFACTION RUNS RIFE THROUGHOUT THE MANAGER AND STAFF ORGANIZATION — THIS MUST HAVE NEGATIVE IMPACT ON EFFECTIVENESS AND JUDGMENT

- **“UNICEF’s greatest asset is its people. The high energy, motivation and commitment of UNICEF staff is the primary source of UNICEF success. You cannot continually take people’s commitment for granted.”**
GSA Officer
- **“The personnel people seem insensitive to the fact that staff members are human beings with their own concerns and need for reasonable consideration. I was on leave and they called me. The message was “You’re transferring to Country X.” It wasn’t a case of asking me or giving me any forewarning. I was simply being ordered to move. It was a shock and it ruined my leave.”**
Country Representative
- **“We need to put an end to the disproportionate influence exercised by certain individuals (some, but not all representatives, and senior managers) over the careers of others”**
Staff Survey Response
- **“Our external recruitment to high level posts is an issue. The frequency with which we do this can be a problem in itself, but when combined with the relatively poor training and orientation for UNICEF’s needs which are characteristic, the learning curve for these people is rather long as a result. The mistakes made are too seldom corrected. That is to say, the percentage of retention is higher than the percentage of success.”**
Country Representative
- **“There is no other organization with such a large number of dissatisfied staff. We are paid well, but there are no decision processes in place - everything is done case-by-case so you have to make your own career.”**
Middle Manager

Background...

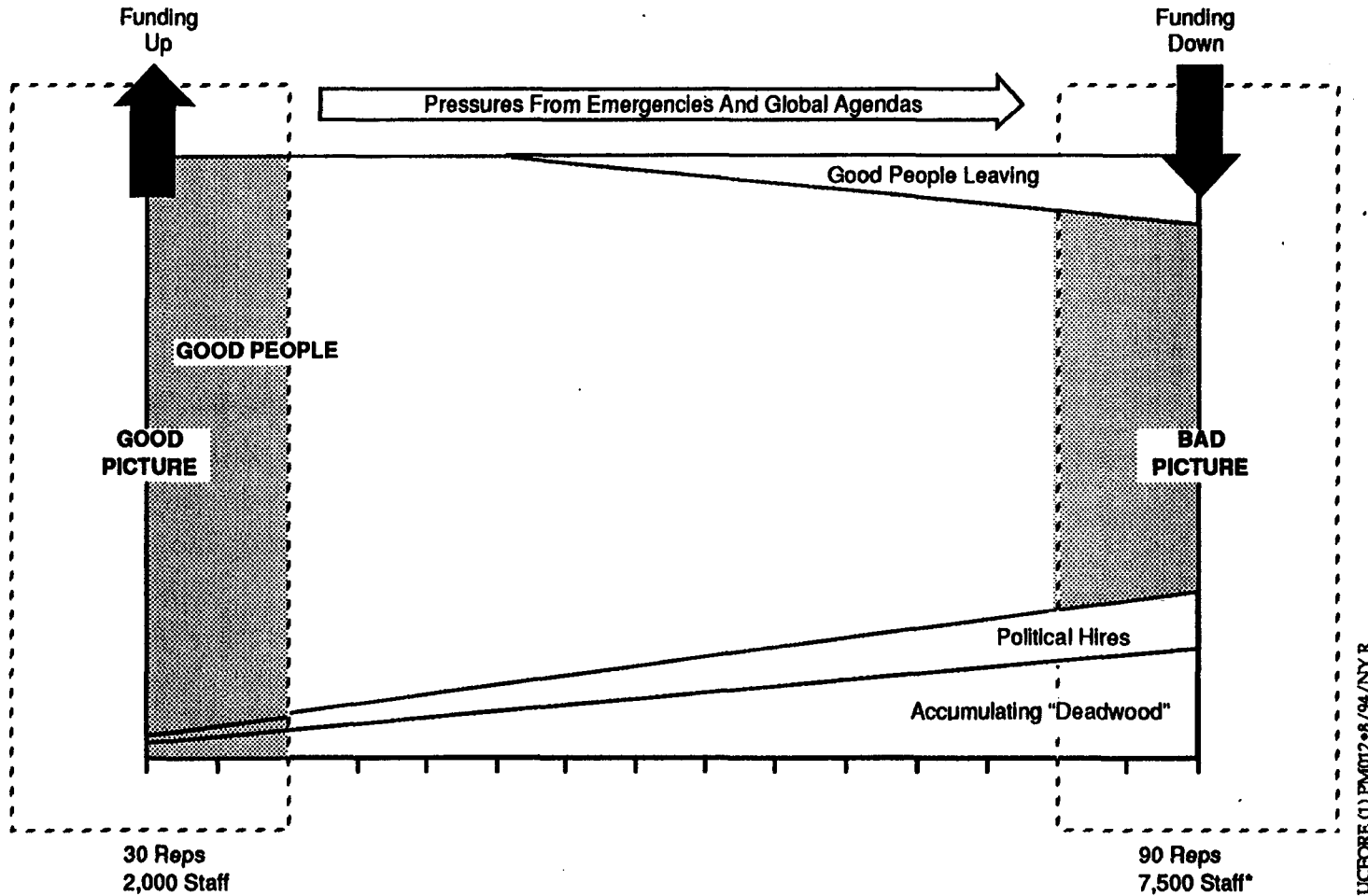
STAFF SURVEY RESULTS DEMONSTRATE THE DISSATISFACTION:

	AGREE	NEUTRAL	DISAGREE
"My performance is measured in a fair and correct way"	44%	26%	29%
"I get appropriate rewards, recognition when I perform well, fair criticism when I perform poorly."	31	24	45
"UNICEF's approach to hiring and promoting people is objective, fair and correct."	15	22	63
"UNICEF's career development policies are clear and fair."	13	23	64
"UNICEF gives equal opportunities to women."	61	19	20
"UNICEF gives equal opportunities to all nationalities."	30	27	43
"The process for performance appraisal works fairly and well."	19	26	55
"UNICEF's approach to training is generous and logical."	26	23	52
"My compensation package is equitable, fair, competitive."	53	24	24

Background...

THE WORKING PARTY ON HUMAN RESOURCES INTERPRETS THE TRENDS IN THIS WAY:

HOW THE TEAM CONCEPTUALIZED WORRISOME TRENDS



* Official

Note: Chart from Human Resources staff "workshop," December, 1994

UCFORE (1) FMD12-8/94/NY.R

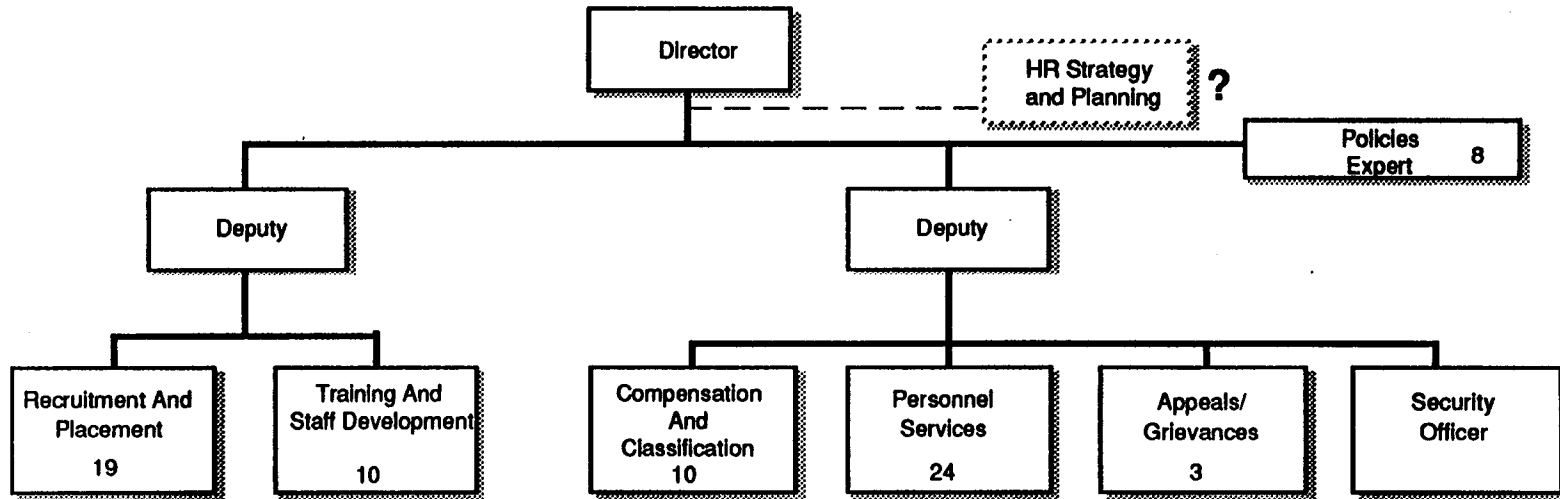
OUR REVIEW OF THE DIVISION OF PERSONNEL ADDRESSES THE FOLLOWING ISSUES:

- **Organization**
- **Staffing and Spending**
- **Processes and Procedures**
 - **Vacancy Creation**
 - **Rotation**
 - **Recruitment and Placement**
 - **Promotion**
 - **Growth in Staffing Levels**
 - **Staff Development and Training**
 - **Performance Evaluations**
 - **Personnel Administration**

Note: Personnel issues in emergency situations are addressed in the section on emergencies.

DOP IS CHARGED WITH JOB CLASSIFICATION, PLACEMENT, TRAINING, AND ENTITLEMENT PROCESSING – NO CLEAR RECOGNITION OF MORE STRATEGIC HUMAN RESOURCES FUNCTIONS

CURRENT DOP ORGANIZATION

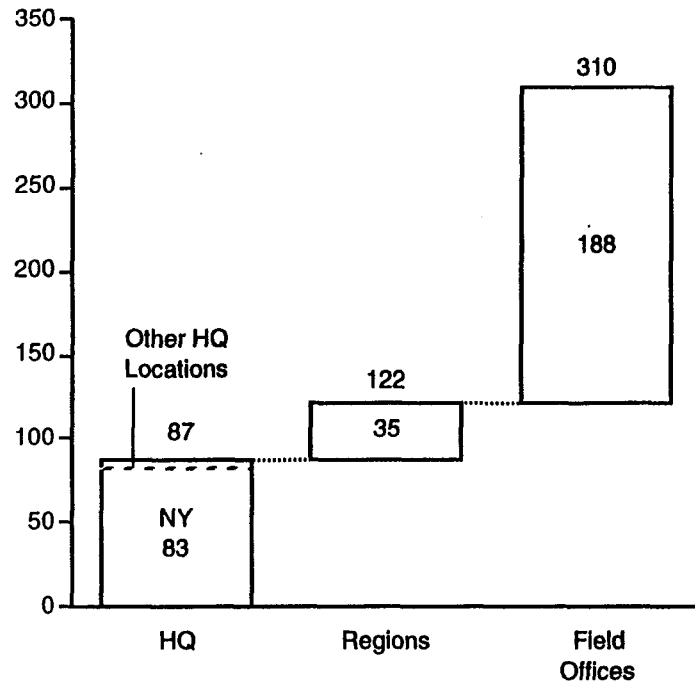


Source: UNICEF Organograms, DOP Interviews.

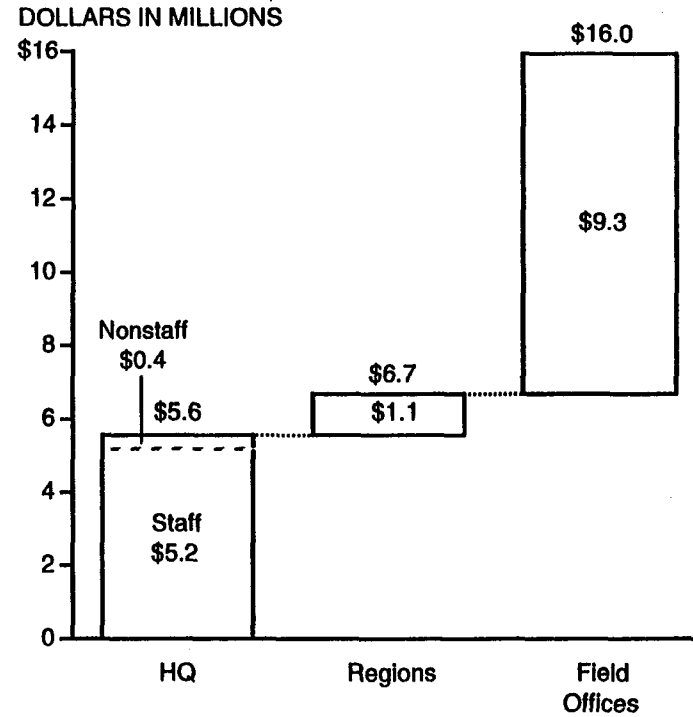
UCFORE (1) N007.1 • 9/94/Y.R

IN TOTAL, UNICEF EMPLOYS OVER 300 STAFF IN PERSONNEL-RELATED FUNCTIONS, SPENDING ABOUT \$16M EACH YEAR

ESTIMATED STAFF LEVELS



ESTIMATED SPENDING



Source: Administrative and Program Support Budget, PAT, BA&H analysis

UCFORE (1) E003 • 11/94/NY.R

UNICEF EXPENDS SIGNIFICANT EFFORT CREATING, ABOLISHING AND RECLASSIFYING JOBS – SEVEN MEETINGS OF SENIOR STAFF ASSESSED OVER 800 REQUESTS FOR POST REVISION

1993 POST REVISIONS

Actions Taken 854 Total	
No Info Available	4%
Request Denied	9%
Posts Created	19%
Posts Changed	22%
Posts Abolished	23%
Requests Pending	23%

ISSUES ADDRESSED:

- Proposed entry into newly independent states
- Restructuring of offices: Bangladesh, former Yugoslavia
- Restructuring of GCO (headquarters and field)
- Other miscellaneous requests

Source: Documentation of BPRC Meetings, Interviews

"Representative X has just restructured his office. He's famous for doing that as soon as he rotates to a new country. In the process, he usually increases the number of staff by about 20%"

Senior Unicef Manager

"Posts are frequently abolished and recreated as a new post that is essentially the same. Whatever the case, the incumbent is not guaranteed a new post, nor does the person have preferential treatment in reclaiming his/her former post [when reissued] ... This process leads to job instability and extreme anxiety."

General Staff Manager

"My boss wants me to rotate, and I have not applied, for personal reasons. So he has abolished my post to force me to move."

Middle Manager

"The BPRC process is only part of the story. We review requests for post changes each year, but we also do a Biennium Review. Every two years we review every post at UNICEF, its grade, function, etc."

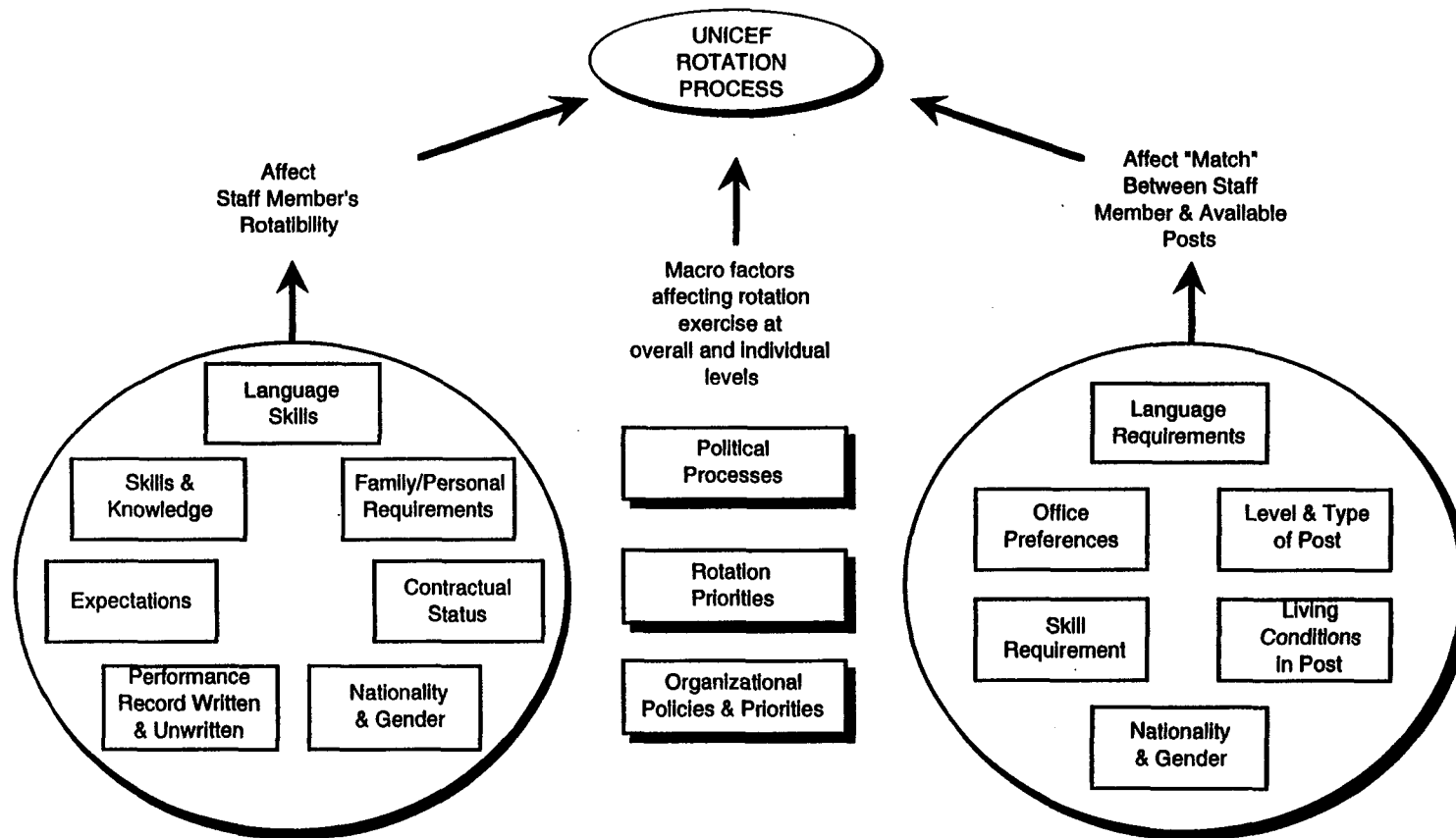
Senior DOP Manager

UCFORE (1) F001/NR.R

ROTATION IS INCREASINGLY VALUED WITHIN THE UN – BUT UNICEF’S ROTATION PROCESS IS COMPLEX, PROVOKING A WIDE MIX OF CONCERNS

"The ideal staff member will be mobile. Increasingly movement is becoming the rule rather than the exception. This movement in the future may be dictated by the needs of the Organization rather than by individual preferences...those who accept different posts will be more valuable to the Organization and will be recognized and rewarded as such than those who stay in one place."

Joseph Connor, Under Secretary General

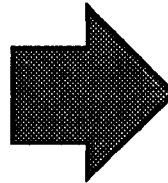


UCFORE (1) LM027-12/94/NY.R

IN INTERVIEWS, STAFF MEMBERS REGULARLY POINT TO THESE SOURCES OF DIFFICULTY

SOURCES OF DIFFICULTY

- Buildup of specialized skills, some obsolete
- Need for some functional skill specialization (e.g., GCO, systems)
- Different practices, needs and technologies by office
- Interest in honoring staff preferences (e.g. dual career families, avoiding emergency posts, etc.)

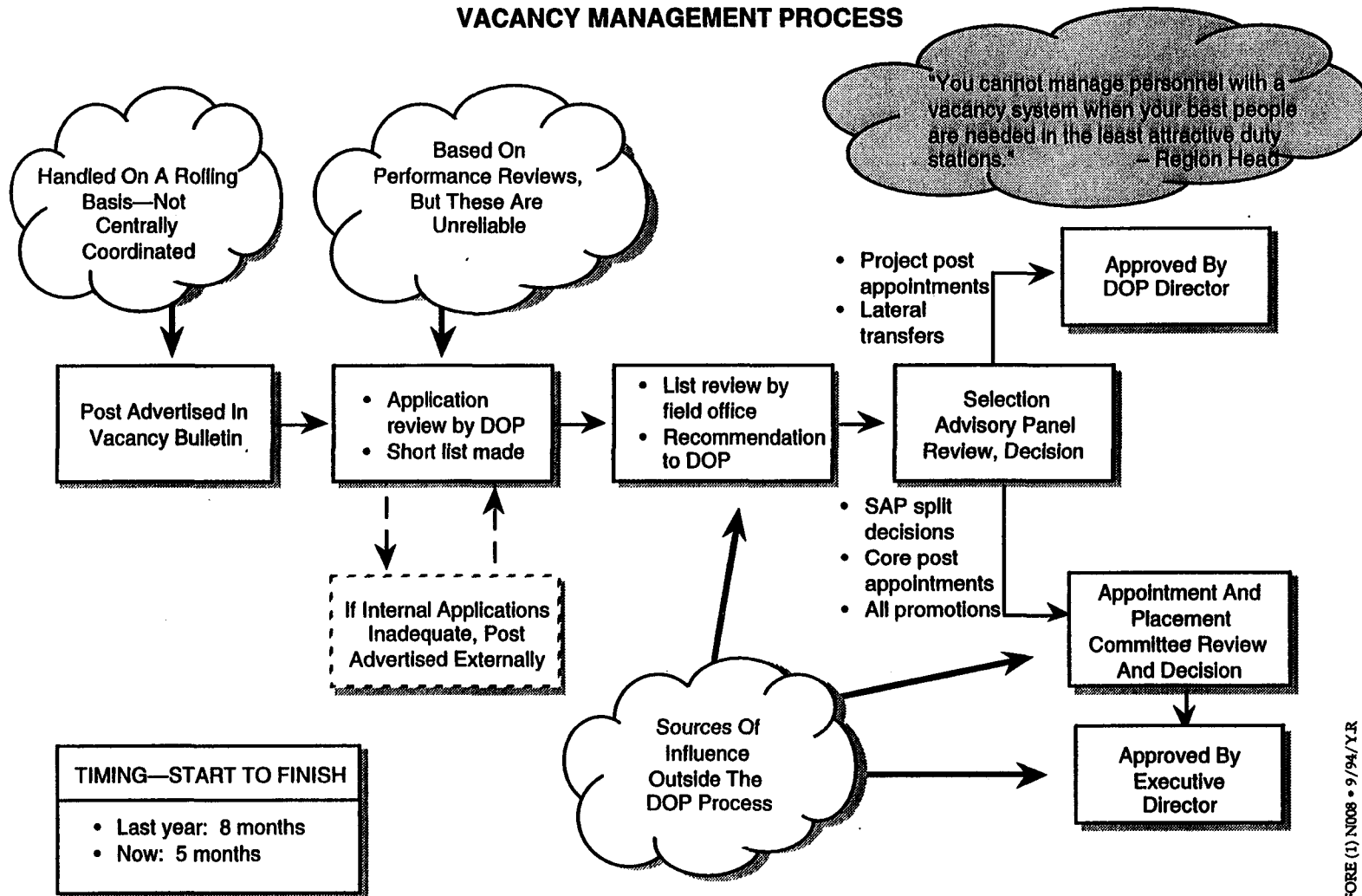


IMPLICATIONS

- Not enforced consistently
- Not coordinated across organization – whole teams can be rotated at once, leaving a vacuum behind
- Morale implication: an estimated 20% to 50% of international professionals disappointed – perceive no acceptable openings for them

THE VACANCY MANAGEMENT SYSTEM, THEORETICALLY PARTICIPATORY, IS SLOW, LESS DEMOCRATIC, AND ALLOWS LITTLE OR NO FORWARD PLANNING

VACANCY MANAGEMENT PROCESS



Source DOP documentation, interviews

UCFORE (1) N008 • 9/94/Y.R.

STAFF COMPLAIN ABOUT THE DEGREE OF SENIOR INTERVENTION IN PERSONNEL DECISIONS; TOP MANAGEMENT TENDS TO MINIMIZE THIS CONCERN

- “When a job is advertised, it is just a facade, because the decision comes from the 13th floor.”
General Staff Member
- “Career progression is not systematically managed – it’s more of a patronage system.”
Senior Programme Division Manager
- Senior staff intervene in the vacancy management process in “special cases” – but these total about 25% of total placements below the SSR level in 1993
 - All postings to emergency duty stations (11%)
 - Executive decisions – at the discretion of the Executive Director or request of head of office (8%)
 - Other, including abolished post placements, rotation enforcement, humanitarian cases (6%)
- In addition, according to its mandate, the senior staff review committee addresses all posts at the D1 level and higher, as well as all representatives (10% of all placements)
- Obviously key jobs require senior staff judgment - but the morale price is high:
 - Change the process?
 - Explain it better?
 - Reduce Executive Director interventions?

THE IMPLICATIONS FOR UNICEF EFFECTIVENESS ARE SUBSTANTIAL:

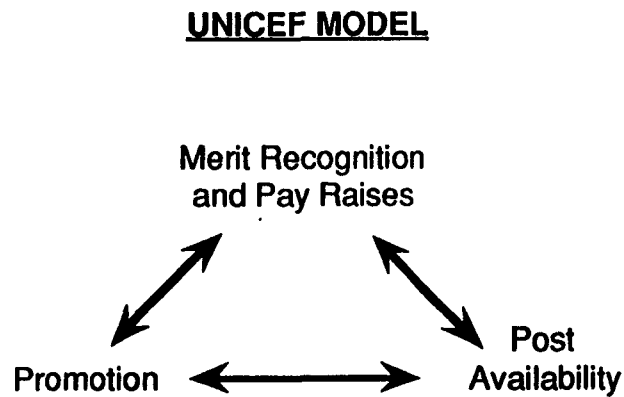
WHEN RECRUITMENT WORKS WELL...

- Right people in right places at right time
- Organization is productive
- Staff satisfied, motivated
- Positive image and support

WHEN IT'S NOT WORKING WELL...

- Shortfall at operating level versus UNICEF standards
 - Ability to act is undermined
 - Delays, waste, frustration
 - Fragmentation of time of people “on-site” covering the vacant posts
- Resources available too late
- Wrong people end up in wrong jobs - underqualified, overqualified, inappropriately qualified
- Manipulation and or “perversion” of the system
 - Targeted person takes job custom-created, or
 - Post frozen until targeted person can fill

PROMOTION AND MERIT RECOGNITION ARE LINKED TO POST AVAILABILITY AND PLACEMENT – HARD TO IMAGINE A BETTER WAY TO FRUSTRATE GOOD STAFF MEMBERS



"In short: you may be a brilliant performer, a person UNICEF would like to recognize and motivate. But you can't get a merit pay increase without a job/rank promotion. And you can't get a job/rank promotion unless you can enter a new higher-rank post. And you can't enter a new higher-rank post unless you are fortunate enough to find an available open post. And evidence indicates that there will be fewer and fewer available open posts during the years to come."

- Human Resources Working Party

UCFORE JF072

THE QUESTION OF GROWTH IN STAFFING LEVELS IS A REFLECTION OF HUMAN RESOURCE POLICY AND PRACTICE

- “Overall, we have lost our concern about costs. We like a guy in the field, so we bring him (or her) back to NY. No place for the person? No matter. We'll create a new function. And there are political appointees. It's a very big problem.”

Senior manager, UNICEF

- “So when they all got in a bind, they started to solve the problem with what they called "consultancies" and part-time help. Despite the camouflage, they have been increasing staff 5% every year for ages. Even the personnel department itself seems overstaffed for a unit that specializes in short-term appointments.”

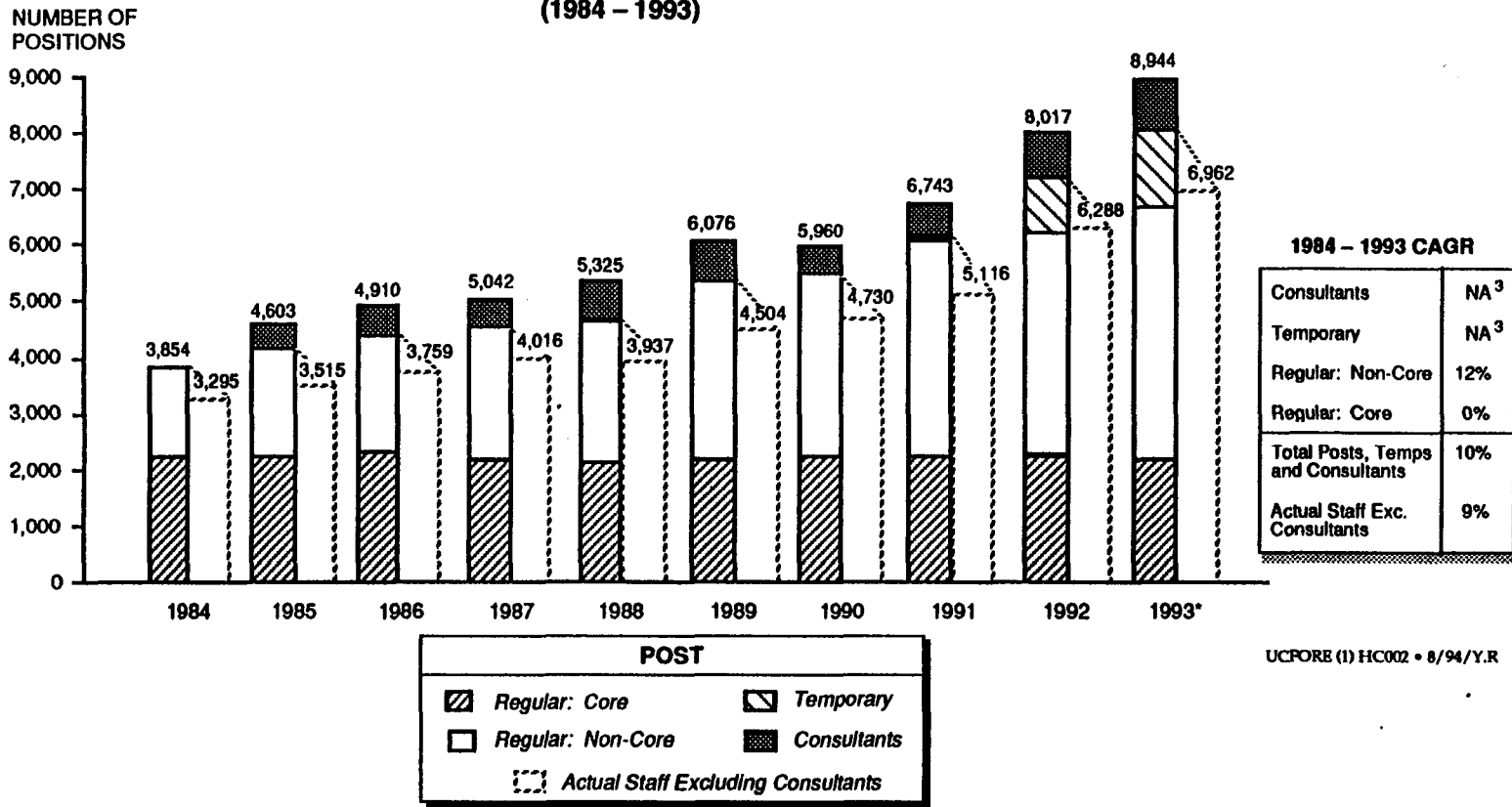
Top-level UNICEF Manager

- “We should stop organization growth. Keep staff at today's levels and improve professionalism using attrition — we are using a new person for each new position: let's rather reformulate people's jobs and eliminate jobs that are no longer relevant.”

High-ranking UNICEF Veteran

WHILE CORE POSTS HAVE BEEN FROZEN, NON-CORE, TEMPORARY AND CONSULTANT POSITIONS HAVE DRIVEN TOTAL GROWTH TO 10% PER YEAR

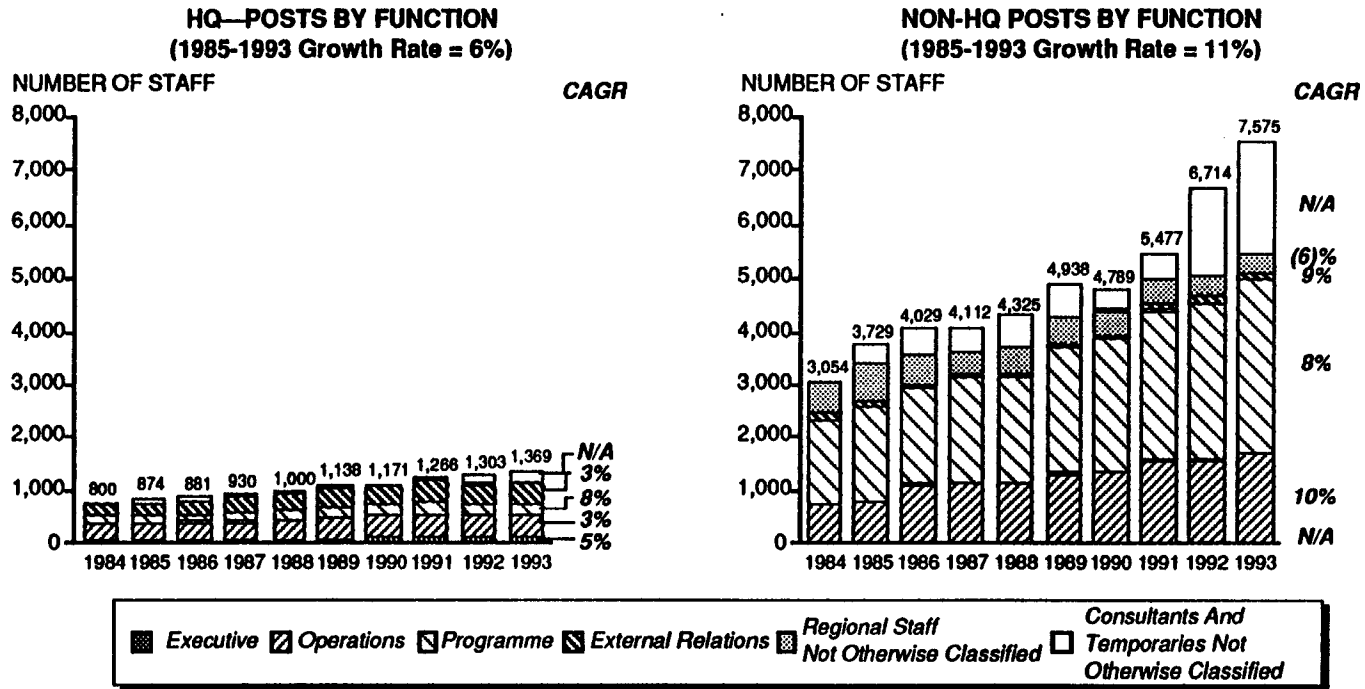
TOTAL POSTS, TEMPORARY STAFF & CONSULTANTS
 (Some Discrepancies Between Posts And Staff Derive From Vacancies)
 (1984 - 1993)



UCFORE (I) HC002 • 8/94/Y.R

* 1993 consultants data extrapolated from 1984-1992 trend
 1) In all cases, Temporary Staff and Consultants represent actual staff, not posts
 2) Consultants presented as full-time equivalent staffing. 1992 contracts averaged 2 months in duration
 3) Note that introduction of temporary and consultant staff after 1984 preclude calculation of CAGR on a comparable basis. Consultants data was not tracked before 1985; grew to 879 Full-Time Equivalents in 1993. Temporary staff data was not tracked before 1991; grew to 1,399 in 1993
 Source: Division of Personnel and DFM Budget Section

STAFF GROWTH, EVIDENT ACROSS FUNCTIONS AND LOCATIONS, IS CAUSED MORE BY HABIT, CULTURE AND POLITICS THAN A PLANNED GROWTH STRATEGY



- PRIMARY DRIVERS OF STAFF GROWTH**
- Pressure to achieve the global goals combined with representative autonomy
 - Success of fundraising efforts: "the money was flowing in – so naturally, it was spent"
 - Culture which values size of staff as an indicator of importance – many representatives grow their offices to make themselves more powerful
 - Inability to weed out underperformers
 - Political/diplomatic favors: e.g., reward "favorites" with HQ jobs, hire referrals from donor countries
 - Fragmentation of programmes - hiring of technical specialists
 - New tasks assumed to require new staff, not reallocation of duties or re-training of existing personnel

Source: Division of Personnel and DFM Budget Section, Interviews

UCFORE (1) F001.1

TEMPORARY AND CONSULTANT STAFF ARE EASIER TO HIRE, BUT BRING THEIR OWN PARTICULAR CHALLENGES TO THE ORGANIZATION

BENEFITS PERCEIVED

- **Facility with which staff can be hired:**

"Ideally temporary staff allow the flexibility to respond to particular short term needs and situations"

– DOP Senior Manager

"Consultants are hired because they need not go through the official recruiting process -- the rep can select whom he likes and not have to worry that they might not pass the test in NY."

– Field Office Staff Member

- **Ability to renew contracts almost indefinitely:**

"People are hiring temporary staff, but not planning to treat them as temporary. I think they communicate to the candidate that the 'temporary' label is just an administrative nuisance which can be worked around."

– DOP Manager

PENALTIES TO THE ORGANIZATION

- **Resentment of staff in regular posts:**

"The increased use of temporary staff and consultants sends a bad message to full-time staff. UNICEF is not making a commitment to its people." – General Staff Member

- **Anxiety and resentment among temporaries and consultants:**

"I would be willing to take on more responsibility and accountability – but in exchange I want some job security, not a year-to-year contract." – Temporary Staff Member

- **Administration and processing costs:**

"We processed about 1400 contracts in 1993 – this is becoming a major source of work for DOP." – DOP Manager

- **Lack of transparency regarding staff deployment:**

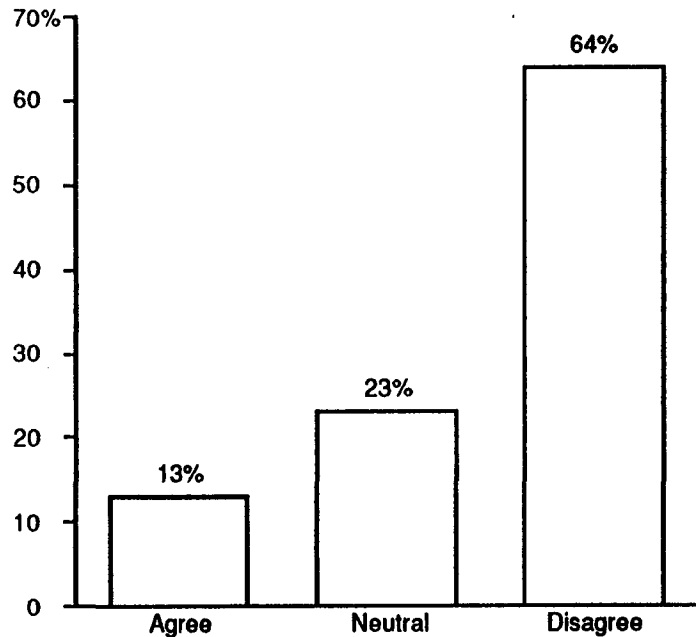
"UNICEF had over 5000 consultant contracts last year. The field offices give us the contract details, but do not always indicate what the consultants were hired to do."

– DOP Manager

UCFORE SB005

THE CAREER DEVELOPMENT PROCESS IS WHAT THE STAFF CALLS "LUCK AND POLITICS"

"CAREER DEVELOPMENT POLICIES ARE CLEAR AND FAIR"



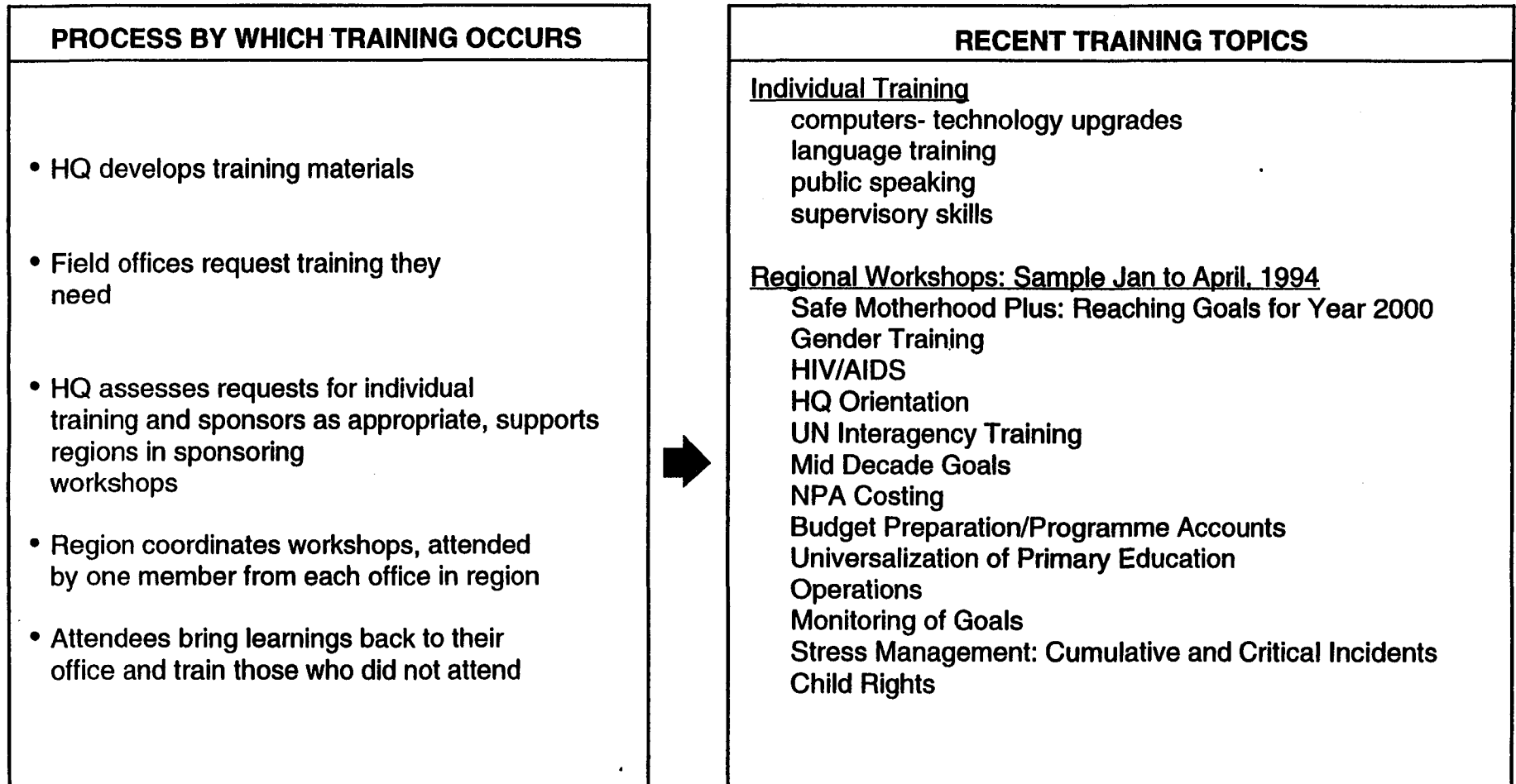
Source: Attitude and Opinion Survey, analysis.

COMMENTS

- "UNICEF does not provide an identifiable career development track for general staff. A person could end up doing the same thing for fifteen years ..."
– General Staff Member
 - "We have a very hard time placing people in posts for development objectives. Representatives want proven products, not potential."
– Senior DOP Manager
 - Many highly qualified people have thought about opportunities for career development within UNICEF
 - Never came up with a promising solution or definition of career development
 - Have considered special training and rotation for fast track people, but how do we identify them? The PER process has been compromised, is no help.
- Human Resources Working Party

UCFORE (1) WFR02/NYR

TRAINING OPPORTUNITIES APPEAR UNFOCUSED – VALUE TO THE ORGANIZATION FOR THE INVESTMENT IS QUESTIONABLE

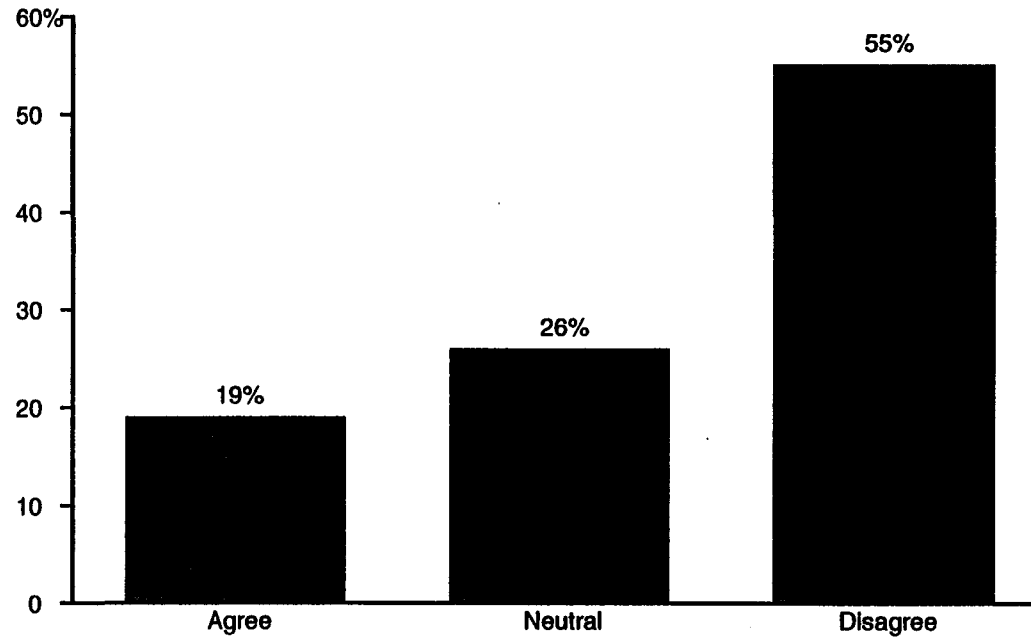


UCFORE SB001

Source: Status of Budgetary Allotments, Summary C, Training and Staff Development Section 1994 Major Events, Interviews.

THE STAFF SURVEY INDICATES THAT "PER" IS ONE OF THE BIGGEST SOURCES OF RESENTMENT

"The process for performance appraisal works fairly and well."

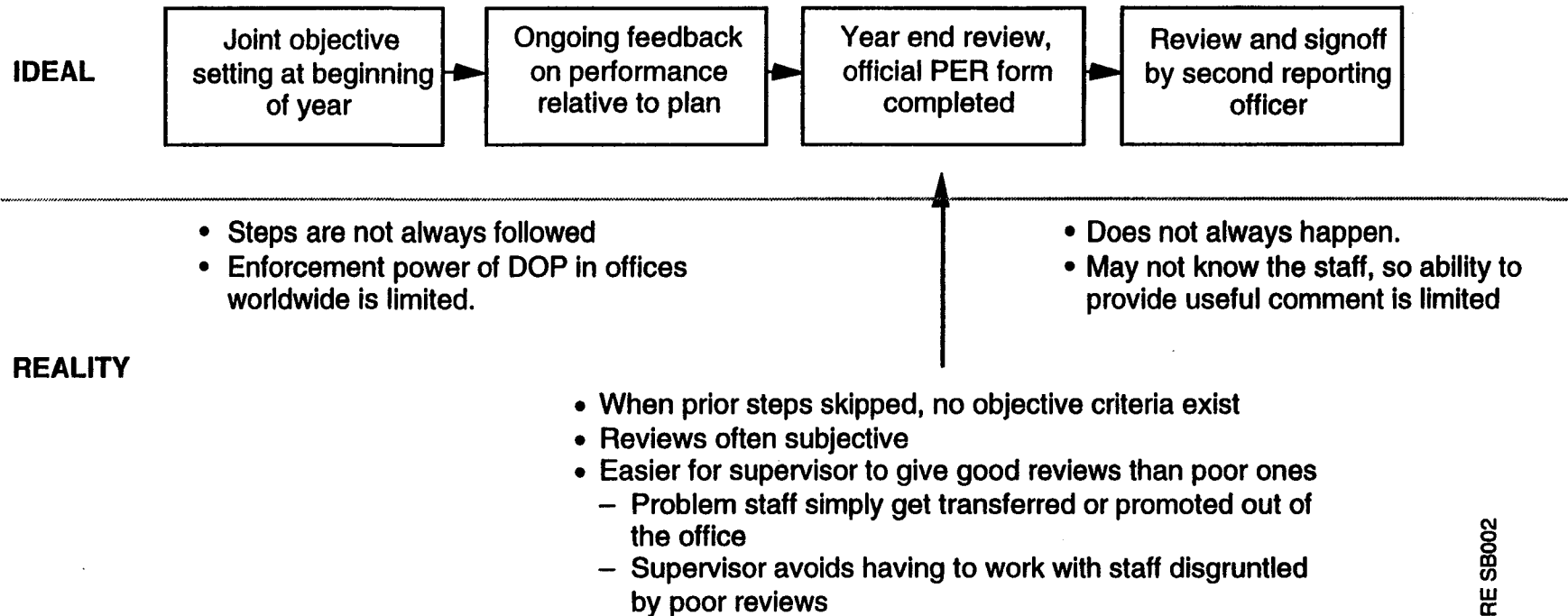


Source: *Attitude and Opinion Survey, Analysis*

UCFORE (1) SB013 • 9/94 NY.R

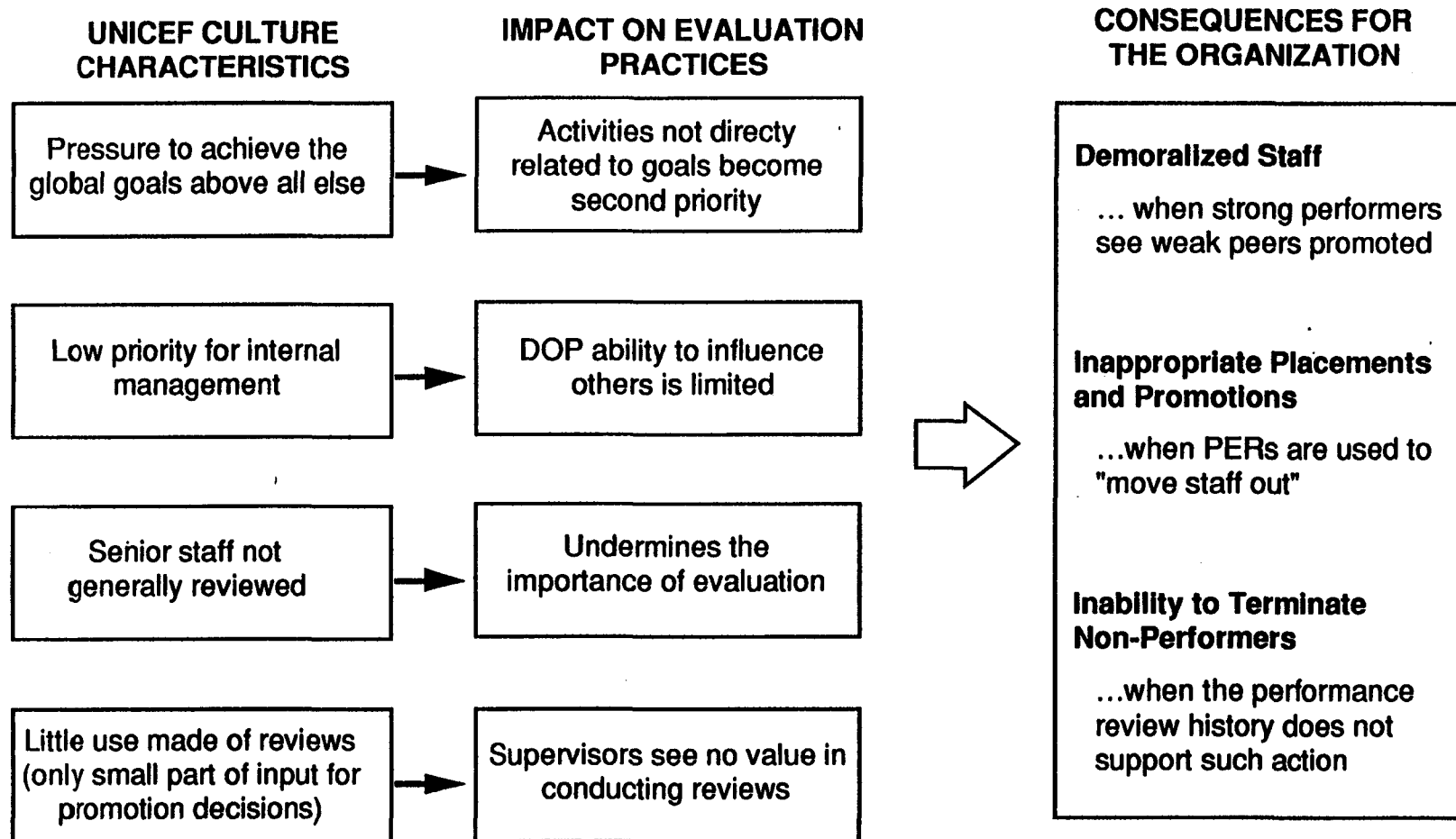
UNICEF'S PERFORMANCE EVALUATION PROCESS DOES NOT PROVIDE USEFUL FEEDBACK TO STAFF OR ACCURATELY IDENTIFY STRONG/WEAK PERFORMERS

PERFORMANCE EVALUATION PROCESS



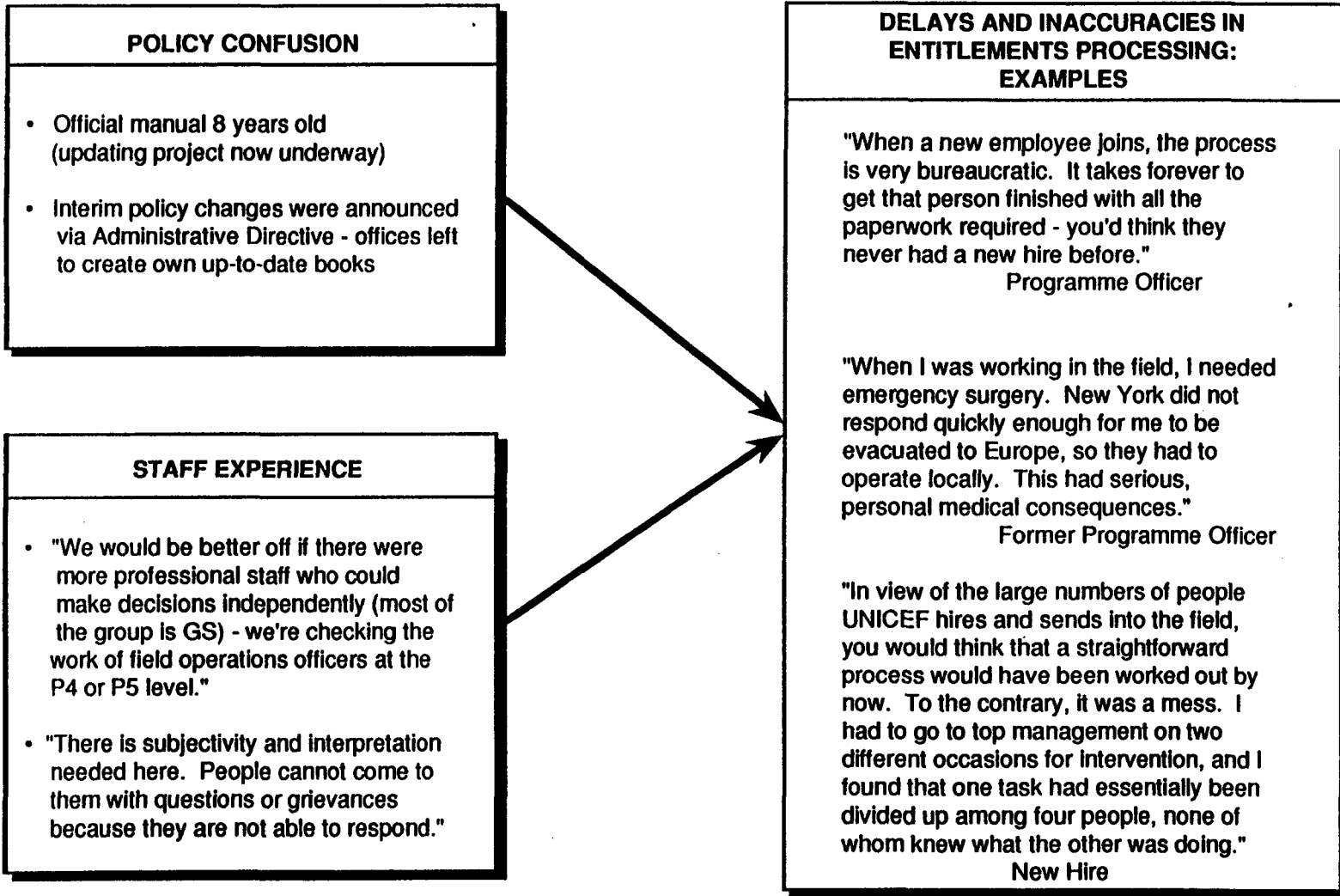
UCFORE SB002

DOP MANAGERS ASSERT THEY ARE TRYING TO ENFORCE BETTER EVALUATION PRACTICES, BUT ARE FIGHTING OLD HABITS – THE CONSEQUENCES ARE SUBSTANTIAL



UCFORE SB003

FIELD STAFF COMPLAIN OF PROBLEMS WITH ENTITLEMENT PROCESSING: BLAME LACK OF POLICY CLARITY AND SHORTAGE OF EXPERIENCE AND KNOW-HOW AT HEADQUARTERS



UCFORE JP002

ONE COULD RATIONALIZE THAT THESE CONCERNS ARE CHARACTERISTIC OF FAST-GROWTH, BUT SOLUTION LIES IN DISMISSING RATIONALIZATION AND MOVING AHEAD WITH PROBLEM SOLVING

- Any organization would have been hard-pressed to increase its budget and staffing levels at the rate UNICEF has without some “growing pains”
- The “upside” is that these issues are not necessarily fatal. Experience shows leadership and discipline can turn situation around.
- Current DOP management is trying to make improvements
 - Declared objective of creating a proactive human resources management function rather than an administrative function
 - Asking staff to think about potential process improvements
 - Considering ways to improve responsiveness to the field
 - Updating the policy manual (PAM)
- But this diagnosis indicates the situation is worse than was realized and calls for more deliberate and effective actions

CHANGES ARE CLEARLY NEEDED - THE FOLLOWING ARE HIGH PRIORITY

	POTENTIAL IMPROVEMENT	VALUE FOR UNICEF
JOB CREATION/ RECLASSIFICATION	<ul style="list-style-type: none"> • Minimize perpetual revision of posts • Consider prototype office structures 	<ul style="list-style-type: none"> • Less staff anxiety • Less time revising posts
ROTATION	<ul style="list-style-type: none"> • Limit required rotations • Where required, enforce rotation with few special concessions 	<ul style="list-style-type: none"> • Retention of skilled staff in essential positions • Increased fairness to all staff
RECRUITMENT	<ul style="list-style-type: none"> • Simplify international professional recruiting process • Minimize senior mgmt interventions 	<ul style="list-style-type: none"> • Less waste in system • Restored staff faith in the process
MERIT RECOGNITION	<ul style="list-style-type: none"> • De-couple recognition from post advancement process 	<ul style="list-style-type: none"> • Improved staff motivation
EVALUATIONS	<ul style="list-style-type: none"> • Implement thorough evaluation processes for all staff • Emphasize importance of dialogue, beyond the forms • Develop means to handle non-performers 	<ul style="list-style-type: none"> • Improved staff morale and performance • Accurate performance records
STAFF DEVELOPMENT AND TRAINING	<ul style="list-style-type: none"> • Articulate opportunities and "how-tos" to general service staff • Link training programs to expected staff skills 	<ul style="list-style-type: none"> • Improved staff morale • More value for training dollar
ADMINISTRATION	<ul style="list-style-type: none"> • Finish updating policies manual • Assess, reevaluate staffing decisions 	<ul style="list-style-type: none"> • Fewer field requests to HQ • Fewer errors and delays

**DEVELOP INCENTIVES TO MINIMIZE COUNTRY REPRESENTATIVE OFFICE RESTRUCTURINGS;
DISCOURAGE ARBITRARY APPROACHES TO OFFICE BUILDUP**

- Discourage representatives from full-scale office restructurings which are disruptive in terms of productivity and staff morale
- Monitor requests to the BPRC and dismiss those which are obvious examples of a country representative simply wanting to “clean house” upon arrival
- An internal working party should consider whether a prototype office structure could help:
 - Select examples of offices which are considered to be strong performers
 - Note their staff structures – mix of functions, staff types, etc.
 - Note also their activities – number of programs, supply vs. advocacy, etc.

Then, based on these observations:

- Define baseline office structures for region, country, liaison/outpost offices
 - Use zero-budgeting approach to add staff
 - Determine factors which increase the staff needs beyond the baseline, and at what rate – for instance, proper relationship between amount of programme activity and number of administrative staff
- Provide this analysis to country representatives to facilitate their thinking about office structures

Recommendations...

IMPROVE ROTATION PROCESS: LIMIT REQUIRED ROTATIONS; WHERE REQUIRED, FORCE ROTATION WITH FEW SPECIAL CONCESSIONS

- Identify all properly “non-rotating” functions which required specialized expertise – first thoughts of the consulting team include IRM and GCO, but there are likely others
 - Ensure that critical functions are filled with appropriate skills and expertise
 - Develop career paths within units which includes internal progression rather than rotation for advancement

- Focus “obligatory” rotation on core posts only
 - Use staff in project posts in ways more consistent with definitions – allow contracts to expire when individuals not up to standard or skills not transferable
 - Do not lead project staff to expect continued contract renewal and rotation
 - Allow occupants of project posts to volunteer for rotation, but this would be an option, not an obligation

- Among staff expected to rotate, enforce rotation with very few exceptions
 - Do not apply “caring” standards to some and not others based on judgment of senior leadership (example: dual career families where inconvenient for spouse to change jobs)
 - Demonstrate fairness to all employees by enforcing rotation for all; remind staff of letter of employment
 - Accept only genuine health issues as cause for exception

- Reduce to a minimum rotations by “Executive Decision”

SIMPLIFY RECRUITING PROCESS FOR INTERNATIONAL PROFESSIONALS; TAKE STEPS TO RESTORE TRUST IN SYSTEM AND IMPROVE HIRING DECISIONS

- Simplify byzantine process of BPRC, DOP, country short list, SAP and APC committees:
 - One example considered by Human Resources working party:
 - BPRC approves proposed country structure
 - Posts are classified
 - Post is advertised
 - DOP, through consultation process, screens candidates; lists all whom are adequate for post as evaluated by DOP
 - Country office, after internal consultation, recommends a candidate. Executive Director approves.
 - A specialized working party should consider implementation details of this and alternative options
- Reduce Executive Decisions to a minimum
- Communicate, defend and support a fortified policy of limiting or reducing the “sale” of jobs to donors
- Create a control process for facile “phantom” hires
 - Create an index for benchmarking offices
 - Insist that “temporary” help over one contract period is subject to competitive selection (escape 11 month “repeat” syndrome)
- Factor in team-building as a criterion in the recruiting process

Recommendations...

DE-COUPLE MERIT RECOGNITION PROCESS FROM POST ADVANCEMENT PROCESS

- Workshop participants took the position it is not just desirable, it is imperative
 - Improve staff motivation immediately
 - But caution: will not function in a cultural environment characterized by distrust and cynicism
 - Program for 1996 at the earliest, after headway is made on UNICEF politics, style, mentality*
- Resistance may be expected from two groups:
 - Any who have a stake in keeping the career path within UNICEF complex and politicized
 - Those who react fast to anything that could be interpreted as new spending – “the lid is off” pay rises!”
- On the question of costs, this new approach should ultimately be more cost-effective:
 - Increased motivation and productivity of regular staff
 - Fewer “phantom hires”
 - Reduced complexity
 - Easier routine management and budget controls

**May require adjustment of UN practice*

RESTORE INTEGRITY TO THE PERFORMANCE EVALUATION PROCESS THROUGH STRONG SENIOR LEADERSHIP AND SUPPORT; USE PER AS MANAGEMENT/COMMUNICATION AID

- Rebuild trust in system through credible endorsement and role-modelling at highest level
- Use PERs as a means to restrict or eliminate process of “parachuting in” randomly chosen newcomers or favorites – resort to correct practice: “let me see the PER”
- Reposition the PER process:
 - Primary use is to set “contract” between supervisor and team member
 - Secondary use is to plot potential growth for the individual, propose development experiences, training, etc.
- Emphasize that the PER form is collateral to the process; the review dialogue is fundamental to the process
- Improve quality of reviews; send a strong message that good reviews for poor staff will not be acceptable
- Make country representatives and other office/division leaders accountable for compliance
 - This issue is too important to leave to individual discretion
 - Develop sanctions and incentives
- Consider new experiments: self-appraisals as part of process, potential Regional Personnel officer role, etc.

Recommendations...

AS PART OF PER REVISION PROCESS, ELIMINATE THE PROBLEM OF NON-PERFORMERS ONCE AND FOR ALL

- Stop using the phrase “deadwood”; implies a caste system
- Engage in frank counseling; let people know where they stand
- Provide positive recognition for salvaging people
- Stop the endless renewal of fixed term contracts
- Make confirmation of permanent appointment process a serious opportunity to review performance and potential, not just a formality
- For staff in the “trouble zone,” do periodic reviews of progress and potential, separate from PER process
- When counseling and related efforts fail to result in improvement, “counsel out” underperformers, including outplacement and financial incentives

CREATE MORE FOCUSED STAFF DEVELOPMENT AND TRAINING, TARGETED TO SPECIFIC NEEDS DIFFERENT TYPES OF STAFF AND STAGES OF CAREER

- For general service staff members, clearly articulate opportunities and obstacles associated with advancing to national officer or professional staff positions:
 - What it means to be a national officer/professional staff
 - The substance of the job and the benefits
 - What it takes to move ahead
 - Career planning suggestions
- For senior management, provide “update training”; new challenges at that level are formidable
- Correct the existing imbalance which favors programme training at the expense of operations training
 - Ensure that strong operational skills, particularly in finance, are present in all offices
 - Determine which skills a candidate should be expected to have to be considered for the position, and which skills should be built internally – develop training accordingly
- Develop a focused training program driven by the skills needs of the organization:
 - Assess full range of training needs, and determine what UNICEF can reasonably offer internally – and which training needs might best be outsourced
 - Develop internal training materials in a few focused areas to maintain high quality
- Reassess training agenda as an opportunity for managing the change process when the management study goes into implementation phase

Recommendations...

EXPERIMENT WITH CHANGES FOR INNOVATION IN PERSONNEL PROCESSING; IMPROVE MAINTENANCE OF TODAY'S ROUTINE PROCESSES

- Consider alternatives to provide exchanges in understanding between personnel staff and "customers":
 - Human resources exchange program: bring junior field staff members to work in New York DOP for two months; send DOP staff to field
 - Enhanced collaboration with GSA
 - Human resources newsletter, etc.
- Analyze today's situation and resource adequacy
 - For test period, track all incoming requests to this group
 - Consider the actions required to respond to the requests
 - Then consider current resources against demand, including capacity and expertise

END

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